

CHAPTER 2

SAFETY PROGRAM PROMOTION AND ATTITUDES

This chapter deals with promoting your safety program and helping your workers develop a positive attitude toward safety. Sometimes people call this a “safety philosophy.” It is an essential part of any successful safety program.

Some safety supervisors believe that by providing safety training, they are promoting safety. While safety training is a vital element, training alone cannot change unsafe attitudes or promote safe workmanship. The advertising world calls promotional efforts “marketing.” A command must “market” its safety program and sell safety to the worker.

SAFETY PHILOSOPHY

We often hear safety described as the use of “common sense.” That is, safety should be obvious—anyone should be able to see a missing safety guard and realize it is a hazard. Unfortunately, that is not the case. Safety is learned and experienced.

From a young age, other people warn us about dangerous situations and how to identify potential hazards. Without that training, you might receive injury from such hazards. If not seriously injured, you surely will learn from the experience.

You can easily recognize some safety hazards. However, hazards involving toxic chemicals and exposures may not be obvious. Some occupational illnesses, such as asbestos exposure, do not show symptoms for 10 to 35 years. You need to be trained to recognize these hazards.

Just as we cannot rely on common sense to prevent mishaps, we cannot assume that everyone has a good attitude toward safety. The following are some attitudes that can contribute to mishaps:

- **The fatalist**— The people who have this attitude are sure that when “their time is up, nothing can be done about it.”
- **The risk-taker**— People who have this attitude feel certain risks are just part of the job and too often take unacceptable risks.
- **The immortal**— Young sailors and workers usually have this attitude. They feel immortal and cannot imagine that “it could happen to them.”
- **The accident-prone**— People who have this attitude seem to have a greater number of mishaps than their coworkers or shipmates.

The attitude of the safety supervisor, safety manager, or safety petty officer can help mold the attitude of the workers. Supervisors must constantly seek to develop good attitudes in their people. Train your people in safe workmanship and try to convince them the command is sincerely interested in safety. Enforce all safety regulations to emphasize that the command “expects” safety to be a standard operating procedure.

RISKS

Risk taking is an inevitable part of our daily lives. Whether driving to work or getting under way, we face certain risks. However, we face different levels of risks. Some risks are considered acceptable or unavoidable. For example, we may have little choice but to drive to work, but we can reduce the hazard by using safety belts. An unacceptable risk would be to drive a motorcycle to work at a high speed without wearing a helmet.

Good risk taking can actually be considered a precaution against mishaps. In good risk taking, the person is trained to recognize the level of risk and choose whether the risk is worthwhile. A calculated risk based on the possible consequences of a hazard is safer than a haphazard risk based on poor judgment or ignorance. A lack of risk is not necessarily safer. A lack of risk sometimes means a person isn’t “aware” of the risks.

Minimizing risks is a vital element of mishap prevention. You may be aware that a machine part is badly worn, so running that machine involves a risk. Mishap prevention occurs when you reduce that risk by taking interim or permanent corrective action.

We can assess the risk of any hazard. This assessment is based on the *severity* of that hazard should a mishap occur and on the *probability* that it will occur.

This risk assessment determines the level of risk involved. The level of risk is indicated by a risk assessment code (RAC). Chapter 3 discusses RACs.

A good safety attitude means the worker will perform work in a manner that will reduce risks. A worker with a poor safety attitude would merely accept the risks and put up with the results. A good safety attitude in workers depends on the safety supervisor. You can foster good safety attitudes through communication, motivation, and salesmanship.

COMMUNICATION

Good communication between workers and safety supervisors helps maintain interest in safety. Afloat and shore safety committees and safety councils, discussed in chapter 1, bring workers' safety concerns to supervisors. Through these committees and councils, the commanding officer becomes aware of unsafe conditions and hazards that require corrective action. When workers see the command take action to correct a hazard, they understand that they play an important part in the safety program. They also see that the command cares enough about their safety to correct hazards.

We need hazard information so that we can correct hazards, not place blame or discipline a worker. We must never coerce or threaten crewmembers and workers to report hazards. They should feel comfortable in reporting a hazard to their supervisor or be able to report a hazard anonymously. Good communication between workers and their supervisors encourages safe attitudes and trust in their command. The sincerity of a safety supervisor is obvious in how he or she deals with safety problems and complaints.

MOTIVATION

To ensure total participation in the safety program, the command must motivate its people. It must motivate personnel to behave in a manner that will meet the various goals of the command. Program success consists of determining each person's needs. It also consists of selecting and providing appropriate incentives (reinforcers) to meet those needs. It also should establish reasonable tolerance limits so that goals are achievable. Some incentives that serve to motivate people include the following:

- Instinct for self-preservation
- Desire for material gain

- Desire for praise and acceptance
- Fear of ridicule or disapproval
- Sense of humanity
- Sense of responsibility
- Sense of loyalty
- Competitive instinct
- Desire for power or leadership
- Peer pressure and a desire to conform

We cannot overemphasize the importance of matching each person's needs to the proper incentives. A basic principle of behavior reveals that workers will repeat desirable behavior if the supervisor reinforces or rewards their actions. If the supervisor doesn't reinforce or reward a behavior, workers will stop the behavior. Thus, a command must have an awards or incentives system. An incentives system not only determines how people will perform their various jobs, but how they think about them as well. An incentives system can reinforce mishap-free behavior and encourage safe performance. Similarly, it can discourage unsafe and reckless behavior through the withholding of reinforcement. For an awards system to be effective, however, we must provide timely reinforcement.

If a person is doing a good job, we should not wait until the end of the year to give that person a letter of appreciation or commendation. Immediately after the desired behavior occurs, we should provide positive reinforcement. That increases the chance of recurrence of good work. Too much time between behavior and reward may confuse the person. He or she may not know which behavior was noteworthy.

Reinforcement must also be sincere and relate to a person's needs. People will see an "attaboy" given for a job they know they did not do well for what it is: an insincere, meaningless pat on the back. A child may respond to such an act, but an adult will not. Similarly, people will view other incentives that fail to satisfy real needs as meaningless.

Providing feedback about job performance also motivates people to perform desired actions. Motivation increases when reward is inherent in the task itself. An example is a technician who achieves a sense of satisfaction from a job well done. Motivation is highest when opportunities exist for achievement, recognition, increased responsibilities, and advancement. Such factors should be part of the job itself.

In a dull and repetitive job, management can increase motivation by rewarding safe work performance. Rewards should include both formal and informal incentives. Formal incentives include promotions, awards, formal commendations, special privileges, and work schedule selection. Informal incentives include praise, encouragement, acceptance by fellow workers, reduced supervision, and respect by others. Through careful use of such incentives, we can effectively influence the practices of our workers.

Motivation works best when the job itself provides opportunities to achieve satisfaction. Commands create such opportunities by providing workers with a feeling of acceptance, a knowledge of where they stand, reasonable autonomy, and freedom to practice individual skills. We can reenforce that approach by using the following techniques:

- Communicating effectively
- Assigning jobs consistent with the abilities of the individuals
- Including all hands (when possible) in the decision-making process
- Highlighting program benefits (advantages versus disadvantages)
- Rewarding deserving personnel (official recognition, praise)

Occasionally people will be at odds with the goals of the safety program. Their behavior will conflict with the success of the program. Many managers assume that a lack of cooperation stems from a dislike of work. They also think that the main job of the supervisor is to find a way to coerce people to work. They try to control people through threats, reprimands, assignment of extra duty, and unusually close and strict supervision. Such external control approaches are only effective for short periods of time and do not encourage the self-motivation we desire in our workers.

Supervisors should know that external control is not the best way to ensure a good job. External control methods, if not appropriately applied, can breed dissatisfaction and frustration. Those feelings can negatively affect both morale and skill. Use of the positive management techniques discussed earlier makes the management-worker relationship more harmonious. As a result, when you discipline a worker, it does not have the same negative qualities as the external methods. The corrected worker will understand

the reason for the discipline, whether it is in the form of retraining, reminders, warnings, or penalties.

Providing meaningful mishap prevention orientations and adequate on-the-job training reduces the need for discipline. Setting the right example is also helpful. Emphasizing the risks of improper work practices may also be effective. Such actions help define good job performance, which, in turn, helps prevent workers from developing poor work procedures. That reduces the need for corrective disciplinary actions later.

Management within the Navy provides general guidance and a firm commitment to safety. Supervisors, as the key persons in mishap prevention, must make safety a prime and integral part of each job their workers perform. They must motivate and train people to develop and use safe work habits. They must build their workers' belief in mishap prevention. Finally, they must help all workers develop a strong personal commitment to mishap prevention. Once workers have made that commitment, they will consciously try to prevent mishaps. They will question unsafe acts, conditions, or instructions and follow established safety procedures and regulations.

SALESMANSHIP

Since the success of a safety program depends on worker cooperation, interest in the program must be "sold" to the worker. Good salesmanship involves three essential requirements: (1) a good product, (2) knowing your product, and (3) the ability to identify with the customer.

When you have a "product" to "market" or sell, the first requirement is to have a good product. Your product must provide something beneficial to the worker. Your product is freedom from loss of wages, from pain and injury, and from hardship for the worker's family.

Secondly, you must know your product. That takes study, attention to detail, and familiarity with safety standards. Your believability is a key to your ability to sell safety.

The third requirement is to put yourself in the place of your customer. Are the safety rules feasible? Can your workers comply with the safety standards and still get the job done? Do you require them to wear uncomfortable protective equipment for a long time in a hot environment? You should sell safety on an individual basis, attuned to what you know about your customer.

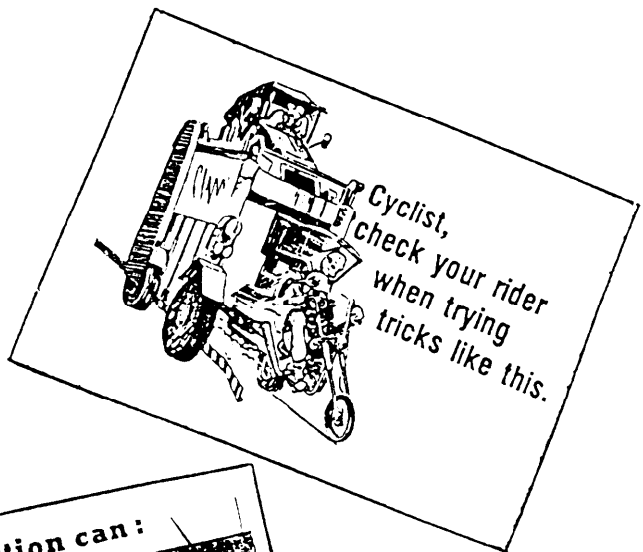
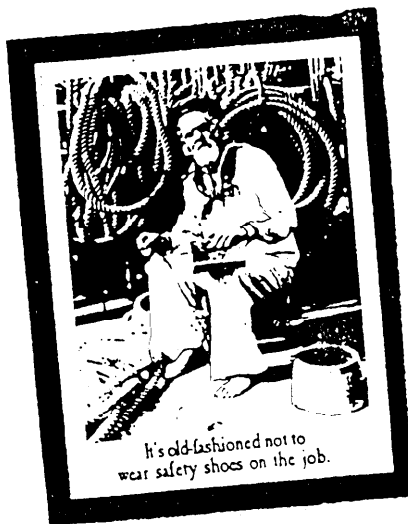


Figure 2-1.-Safety posters.

Every sale involves three steps: **preparation**, **presentation**, and **commitment**. **Preparation** is when you evaluate the hazards and risks of the job and the customer's ability to do the job. You research and observe the job or task determine the safety precautions that apply to the job, and target your safety efforts to address those precautions. **Presentation** is the use of your job knowledge to convince the worker of the need for safety. **Commitment** to a sale is when the customer agrees to "buy" the product. In other words, the worker decides to follow the safety precautions you have explained.

Safety must be sold to everyone in the chain of command, from the commanding officer down to the deck-plate workers. Command support is critical and may be your "hardest sell." All sales efforts start with the safety officer, manager, or supervisor.

SAFETY PROMOTION METHODS

Advertisers develop campaigns to promote products. Safety officers and supervisors can also develop an advertising campaign to promote their safety program. Safety promotion methods include the following:

- Safety posters and stickers
- Promotional stunts
- Safety contests
- Safety suggestions
- Recognition and rewards
- Recognition organizations

SAFETY POSTERS AND STICKERS

Colorful posters have been used to promote safety for over a century. Posters are a passive training method used to remind workers of a hazard, precaution, or idea. Posters must be current and have a message applicable to the audience. Change them frequently so they don't become part of the bulkhead.

Posters use both pictures and words to convey a safety message (fig. 2-1.) For workers with poor reading skills, posters are more effective than lengthy written text. Eye-catching, colorful pictures are as important to the effectiveness of a poster as clever text.

Put posters in areas of high traffic, in places where workers linger or stand in line, or at entrances and exits. However, make sure you place them in appropriate areas. For example, you would place a poster about the use of safety belts near an exit to the parking lot rather than in the mess area. Put posters aboard ship near the mess line, in crew lounges, and near the quarterdeck. You can put large safety banners at the head of the pier or on the fence leading to the parking lot.

Posters are available, in limited quantities, from the Naval Safety Center and various commercial sources. The National Safety Council produces hundreds of posters, which you can procure through open purchase. Intermediate maintenance activities can make larger canvas banners upon request.

PROMOTIONAL STUNTS

Commands can use promotional stunts effectively to emphasize safety. Many naval bases, around holidays, display a wrecked vehicle near the gate. They post signs near the wreck reminding personnel to wear safety belts and not to drink and drive. Dressed up skeletons, dummies in precarious positions, and dramatic photographs can be used to emphasize safety. Promotional stunts should be safe but vivid and timely.

SAFETY CONTESTS

Most people are competitive and like contests, especially if they can win a prize. Competition can be between individuals, work centers, shops, divisions, or commands. Common safety contests involve mishap records, training accomplishments, or the reporting of hazards. Prizes can range from a safety "S" flag to a special liberty chit. You can stage a safety contest for the best command safety slogan, safety essay, or safety poster. You can track reported hazards and mishaps for a specific period so that you can recognize the division or shop with the fewest mishaps. You can create competition out of zone inspections and other safety inspections by recognizing those divisions or shops with the best record of safety compliance.

Each year, about 5 million American workers take part in safety contests sponsored by the National Safety Council. The Safety Council presents hundreds of awards in response to these contests. The success of the contests has proven they are good safety motivators.

SAFETY SUGGESTIONS

The Navy's Beneficial Suggestion Program (Benny Sugg) applies to safety suggestions. Safety suggestions that could result in monetary rewards include those which accomplish the following:

- Decrease lost work time
- Eliminate a hazardous condition
- Recommend the use of a less hazardous material

Safety suggestions may be made internally (within the command) or externally (outside the command). External and internal safety suggestions should be considered for rewards. A properly designed safety suggestion program is an effective means of tapping into your workers' ingenuity. People who work with systems and equipment on a daily basis are in a better position to find a better, faster, easier, and safer way of working. A successful safety suggestion program must meet the following guidelines:

- The command must really want suggestions from its workers and sailors.
- Every suggestion must be taken seriously; if it is not usable, the person who made the suggestion must receive an explanation of why it can't be used.
- Action to incorporate the suggestion should be prompt or the reason for any necessary delay explained.
- Anonymity should be respected, if desired, by the person who makes the suggestion.
- Rewards should be reasonable in relation to the value of the suggestion.

Many safety suggestions have resulted in cash awards. For example, one suggested the use of biodegradable detergent in a solvent parts washer. Another suggested the inclusion of extra safety steps that eliminated frequent mishaps.

RECOGNITION AND REWARDS

Everyone appreciates a pat on the back and positive reinforcement. Too frequently in safety, supervisors tend to notice only the wrong and not the right. We will stop a worker who isn't wearing safety goggles, but walk right past a worker who is wearing the correct

safety equipment. Recognition for correct behavior bolsters safety program compliance and safe attitudes.

Recognition can be as simple as mentioning the name of a worker or sailor in the Plan of the Day (POD) or Plan of the Week. Divisions or work centers with a superior mishap record can be recognized with a plaque or a notice on the safety bulletin board. Commands have used head-of-the-mess-line privileges, special liberty, and ship's store discounts as incentives and rewards for safe behavior. Recognition and rewards strengthen your safety program support, so make the extra effort to reward your people for safe practices.

Recognition also applies to your safety assistants. A special safety-green ball cap, lettered T-shirt, or safety petty officer name tag gives your safety team distinction. You can use the ball caps or name tags to motivate safety petty officers to complete their qualifications. All of these positive strokes make people feel good about their command's safety program.

RECOGNITION ORGANIZATIONS

Awards provide an excellent opportunity to promote safety programs. Many nonprofit organizations throughout the United States award people who use certain articles of protective equipment to eliminate or reduce the chances of serious injury. The following lists some of those organizations:

- **Wise Owl Club**— Founded in 1947, this is the oldest of all such "safety clubs." Membership is restricted to workers who have saved their eyesight by wearing eye protection. Address inquiries to Director of Industrial Service, National Society for the Prevention of Blindness, Inc., 79 Madison Avenue, New York, NY 10016.

- **The Golden Shoe Club**— This club awards workers who have avoided serious injury by wearing safety shoes. The club's address is Golden Shoe Club, 1509 Washington Avenue, St. Louis, MO 63166.

- **Kangaroo Club**— Members of this club have averted serious injury or death by wearing safety belts. The club's address is Kangaroo Club International, P.O. Box 950, Coatesville, PA 19320.

- **"I Survived" Club**— The Naval Safety Center sponsors this club for naval personnel and members of their families whose lives have been saved by wearing safety belts or using child safety seats. The Naval Safety Center sends the survivor a certificate (fig. 2-2) signed

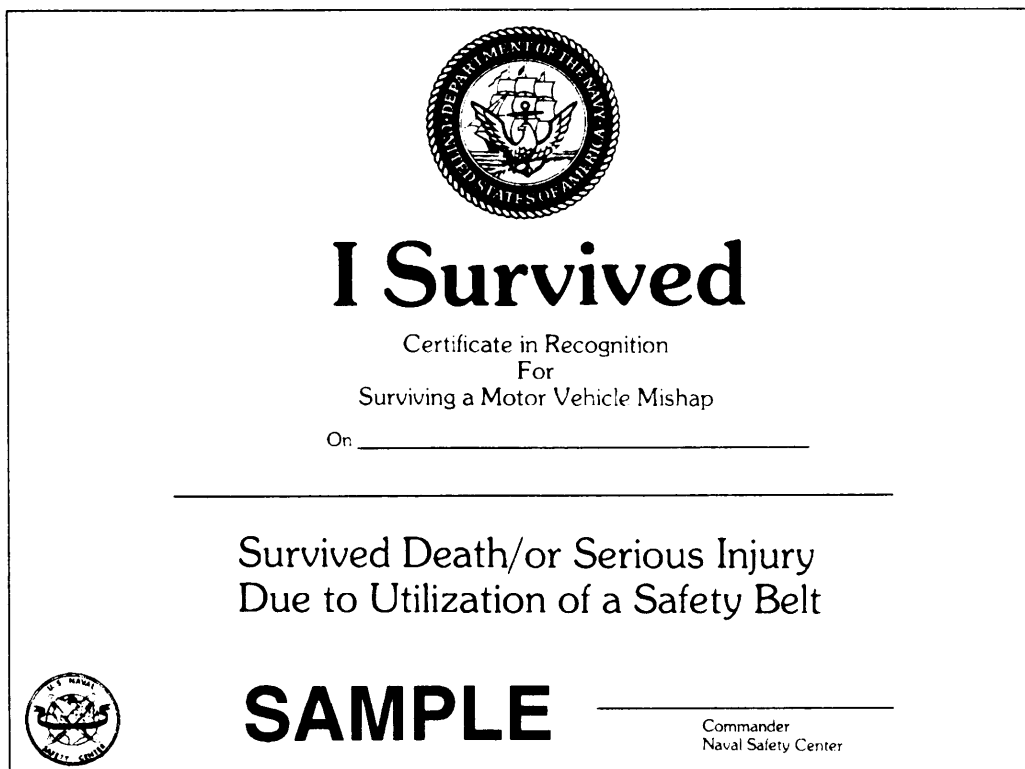


Figure 2-2.—NAVSAFECEN “I Survived” Club certificate.

by the Commander of the Naval Safety Center. The story may appear in the *Safetyline* magazine. For more information contact the Naval Safety Center, Naval Air Station, Code 42, Norfolk VA 23511-5796.

SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT PRINCIPLES

You should not question that safety and occupational health management go hand in hand. When you pursue one to the disadvantage of the other, the total outcome becomes less effective and less efficient. A common misconception is that safety is an isolated topic pursued by specialists and misunderstood by line management. That is true when managers have either ignored or been unaware of safety procedures. It is also true when managers have chosen to take risks without considering the impact on the total operation.

You must accurately assess the impact of your decisions on the organization and its goals. Then, if you must take risks, you will take them with full knowledge of the expected impact. You will achieve organizational goals by following prescribed safety precautions. You

can enhance occupational safety and health (OSH) management by following safety management principles and establishing safety policies.

The following are some OSH principles you may find useful:

1. Good management fosters safety: Safety management is the part of the management process that identifies potential hazards and failures that could result in injury and property damage. Management is part of the decision-making process that considers the effects of a possible hazard on workers, material, and organizational relationships.

2. Safety is part of the professional job: You should integrate OSH concepts and procedures into your professional approach to every job. That is something everyone, from top management through the first-line supervisor to the worker, should do. All training and apprentice programs should include OSH. Safety demands cooperation among all levels of management and workers.

3. Top management and command must be involved: Top management must take the lead in

organizing OSH, setting OSH policy, and assigning OSH accountability, Management must hold intermediate management levels accountable for all preventable mishaps. To be effective, a mishap investigation must not coerce, convict, or punish managers, supervisors, or workers. It should strive to be impartial when assessing the evidence and then develop recommendations to avoid future mishaps. The cause may not be one single event or design flaw. Management should work toward a safe and healthy operation or system through appropriate managerial methods.

4. Safety is economical: Mishaps cost money. Costs include those for damage repair, lost work time, worker replacement and training, and compensation claims. Safety specialists must advise management supervisors of how safety will reduce lost work time and enhance productivity, operational effectiveness, and morale. Money allotted to provide protective equipment and safe working conditions is a good investment.

5. First-line supervisors are essential to safety management: The first-line supervisor (shop foreman, work center supervisor, leading petty officer) needs time for stand-up briefings. He or she also needs the proper tools and personal protective equipment for safe operation. The first-line supervisor must have adequate resources and must be accountable for production and operation safety. Command support, including funding, is critical to safe operations.

6. Eliminate unsafe acts to reduce mishaps: Unsafe acts, unsafe conditions, and mishaps are symptoms of problems in the management system. You, as a manager or supervisor, must examine the symptoms to find and eliminate their causes. Lack of training, poor motivation, personality conflicts, drug or alcohol abuse, and bad attitudes are potential mishap causes. All of these problems are correctable through good management and supervision.

7. Severe mishaps should receive first priority: Certain circumstances and conditions carry a higher risk of producing severe injuries or costly damage. You can normally identify, anticipate, and control some of the following potentially hazardous conditions:

- a. Unusual, nonroutine activities, like weapons handling
- b. Nonproductive activities, during which boredom can lead to horseplay or unsafe acts
- c. Activities involving high-energy sources such as melting metals in a foundry

- d. Certain construction activities, such as demolition of a building
- e. Catastrophic conditions and recovery from such conditions
- f. Explosive operations
- g. Lack of proper on-site supervision
- h. Inadequate operator skills or untrained workers

8. Safety is an administrative role: The OSH manager, safety professional, or safety officer serves as an advisor. The manager is responsible for safety and safe decision making, including loss control and risk management. The safety advisor monitors and aids in the investigation of mishaps, collection of data, evaluation of trends, and development of analyses. He or she also promotes and educates workers in safety strategies, controls, and mishap prevention techniques. By definition, the safety officer, advisor, or manager is a spokesperson, cooperating with all levels of the organization. Each helps management and workers achieve a safe and healthy workplace.

9. Setting a safety example is contagious: If management ignores safety precautions or fails to wear protective equipment, workers receive the wrong message. Strict safety compliance by all levels of supervision sets the right example. When workers see others wearing proper protective equipment and following precautions, they are inclined to do the same. Management must never display the attitude that safety takes too much time or money.

10. Safety is a commitment: All levels of the organization must see management's motivation and commitment to safety. Therefore, management must issue safety policy and work closely with safety councils and committees. It must address hazard abatement, allocate resources for mishap prevention research, develop mishap prevention strategies and actions, endorse recordkeeping, and maintain accountability. Supervisors and middle management must follow safety precautions. They must convince workers that management is committed to safety. These efforts must be convincing to motivate workers to cooperate with safety policies. Real mishap rate reductions result in improved effectiveness and cost savings.

11. Safety must be marketed: Management must "sell safety" to the workers through a visible show of support. Promotions, contests, competitions, recognitions, and posters are ways of making your safety program visible to the workers. Positive program

support solicits worker cooperation and a good feeling about safety. If you need to threaten and coerce workers into complying with safety precautions, then your sales efforts have failed.

Commands should manage OSH just as they would manage any other organizational function. Management should direct the safety effort by setting achievable goals and by planning, organizing, and controlling the methods used to achieve the goals. Workers must take part in goal setting and in developing mishap prevention

strategies and actions to reduce injuries and material losses.

SUMMARY

In this chapter you learned about the philosophy of safety and what motivates safe behavior. You learned methods of selling, marketing, and promoting your safety program. Although safety seems to be a matter of common sense, you learned that safety must be taught and reinforced.

